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A successful project manager and business process engineer with more than thirty years of international experience in business transformation in a variety of **Service and Manufacturing industries** and with particular expertise in:

- Deployment of **organization specific performance improvement** programs with simplicity – by employing principles from Lean, Six Sigma, ISO 9001-2008, Industrial Engineering and Operations Research.
- Project management – in mostly multi-disciplinary and multi-vendor environments.
- Information technology – for organizational support, execution and efficiency improvement of business processes, increase in customer focused effectiveness and ensuring regulatory compliance.

I am an effective and strategic change agent with a proven track record of successes and innovations published and referenced in professional publications. I have worked and am allowed to work in US with TN status (Treaty NAFTA – North American Free Trade Agreement). I am also allowed to work in some South and South East Asian countries.

Company Affiliation (worked as permanent corporate staff)

<u>Company</u>	<u>Description</u>
• Ainsworth, Inc. - Corporate Quality and Process Manager, reported to CEO and President	Sixty year old well known Engineering Company
• Noranda, Inc. , Toronto – Black Belt, Six Sigma and Program Manager, Enterprise Projects	A large multinational Mining and Metals Company
• Molson Breweries , Toronto – Manager, Maintenance Systems	Largest Canadian Brewery that started in 1786
• DIGITAL EQUIPMENT CORP. (DEC) , Toronto – Manufacturing Consultant and Program Manager	Second largest high technology company (at the time)
• ALCAN (Central Engineering, Montreal and Wire & Cable, Toronto Divisions) – Senior Manufacturing Engineer	Second largest (at the time) and multinational integrated aluminum company
• Algoma Steel , Sault Ste, Marie - Senior Industrial Engineer	Large integrated Primary Steel Plant

Areas of Focus (in industries such as Food and Beverage, Financial, Electrical Distribution, Technology, Mining and Metals, Engineering/Construction and Steel)

- All business functions; Service and product Quality; ISO Program Management for Engineering company.
- Integrated, cross-functional and mission-critical business processes across the enterprise.
- Management of various programs and projects in all facilities for multinational Mining and Metals Companies.
- Manufacturing, Supply Chain, Maintenance and Project Engineering, Business Process Re-engineering.
- Marketing and Business Development for Technology Solutions, Products and Services in manufacturing industries.
- Best Practices for IT Processes and application of Six Sigma methodology for Organizational IT Support for customers.
- Production processes, production planning, plant layout, material handling, plant maintenance, equipment specification, work organization, etc. in proposed and existing facilities.

Activities (in Canada, US, Australia, Europe, South America, South and South-East Asia)

- Developed and deployed Lean (and Six Sigma in some cases) business process strategy in the corporation.
- Responsible for Corporate ISO 9001-2008 and CSA Z299.2 (for nuclear industry) quality programs.
- Deployed business processes and electronic workflows (with IT help), metrics, etc. to ensure sustenance.
- Trained personnel in Lean and Six Sigma principles as well as in Total Quality Management principles.

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- Implemented large and multi-functional ERP (Enterprise Resource Planning) projects in areas such as supply chain, inventory control, plant layout, finance, procurement, manufacturing, maintenance and production planning.
- Trained personnel in ITIL (IT Infrastructure Library) based processes for IT support.
- Assisted and trained organizations in implementing ITIL based Best Practice Processes for IT Support and in applying Six Sigma methodology for business process evaluation, monitoring and improvements.
- Responsible for Sarbanes-Oxley act compliance for IT controls for all sites worldwide for mining and metals company.
- Prepared business case analysis for integrated business software applications for Finance, Operations, Plant Maintenance, Procurement, Logistics/Transportation and other business functions.
- Prepared and executed comprehensive project plans using external vendors and internal resources.
- Directed sales, marketing and corporate product development groups to meet customer business needs.
- Integrated engineering design with shop floor manufacturing (CAD-CAM) for discrete manufacturing industries.
- Implement Computer Integrated Manufacturing (CIM) strategy for process manufacturing industries.
- Deployed projects on plant layout, material handling, equipment specification, work organization, production planning, plant maintenance, manufacturing processes, etc. for proposed and existing plants.

Major Accomplishments

- Developed & Implemented **CRM Sales Tracking** and **Project Portfolio Management** strategies for Engineering services.
- Successfully led migration to **ISO 9001-2208**, recertification of **CSA Z299.2** (required by nuclear industry) and managed a Lean program acclaimed by Canadian nuclear industry.
- Achieved **Validated** Annual Savings of \$182,000, \$463,000, \$899,000, \$1.39 Million and \$1.55 Million in Six Sigma Projects at Mining and Metals company. Several other strategic projects were also completed.
- Implemented two major (**seven and nine million dollars**) Enterprise wide IT projects on schedule and below budget.
- Established **simplified** processes and organization in the plants that improved productivity and reduced downtime.
- Implemented **ITIL** (IT Infrastructure Library) based support processes for Financial and Power Distribution companies.
- Developed and implemented methodology for Sarbanes-Oxley act compliance for IT controls at 23 international sites.
- Completed large number of solution and systems integration **project sales** worth \$250K to \$7M at Technology company – particularly under competitive sales situations.
- **Pioneered** in North America a **strategic supervisory control (SCADA) platform** by Technology company for applications on the shop floor in process manufacturing industries and was subsequently adopted by six large Canadian companies.
- Formulated & implemented Divisional **strategy** for **computer integrated manufacturing** for a major metals company.
- **Eliminated implementation delays** in very large engineering projects (several hundred millions to billions of dollars) by providing conceptual analysis of plant design.
- Achieved **reduction in capital expenditure** through operations analysis and simulation models.

Education and Training

- **M.Eng.** (Industrial Eng. and Operations Research), University of Toronto, Toronto, Ontario, Canada
- **M.A.Sc.** (Chemical Eng.), University of Waterloo, Waterloo, Ontario, Canada
- **B.Tech (Hons.)** (Metallurgical Eng.), Indian Institute of Technology, Kharagpur, West Bengal, India
- **Certified Six-Sigma Black Belt** (course run by Six Sigma Academy, Scottsdale, Arizona and Noranda)
- **ISO 9001-2008 Internal Auditor** certification
- **ITIL (IT Infrastructure Library)** Foundation certification
- **Project Management** Using Digital Program Methodology run by Digital Equipment Corp.
- Additional courses on: change management, organizational issues, "Total Quality Management", Digital Equipment products and technologies, maintenance engineering.

References will be provided on request.